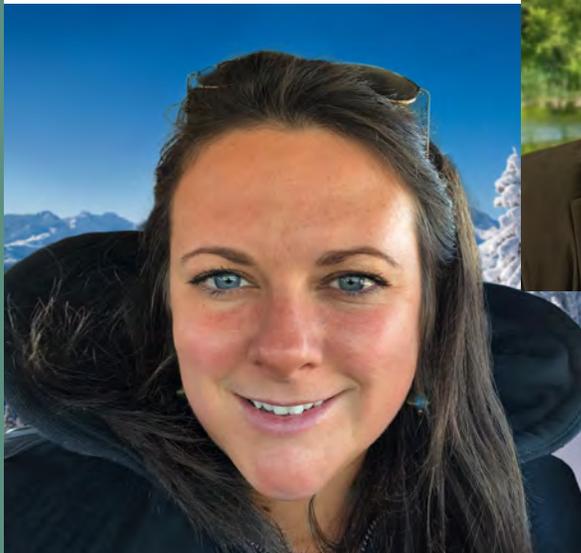


# Community Teamwork

ANNUAL REPORT 2025

Leading with Purpose



**COVER:** In a time of uncertainty, purpose-driven leadership lights the path forward—preserving programs, protecting people, and powering progress. During these challenging times it is more important than ever to lead with purpose and the leaders featured in this year’s Annual Report are doing just that. They are not alone and represent many more leaders and the more than 600 Community Teamwork staff members driving our mission forward.

*Community Teamwork featured leaders from left to right; Christina Shanahan, Griselle Franco Dubey, Melissa Centeno, Joahna Litzenburg and Kerri Brusseau*

## BY THE NUMBERS...

<p>Children in the Early Learning Program who achieved basic grade level academic, social, and other school success skills</p> <p><b>574</b></p>	<p>Students completed the YouthBuild job skills training program</p> <p><b>51</b></p>	<p>YouthBuild Students who achieved their HiSet during FY24</p> <p><b>33</b></p>	<p>YouthBuild Students who were employed at program completion</p> <p><b>36</b></p>	<p>Children 0-8 participated in Coordinated Family and Community Engagement playgroups, workshops, and events</p> <p><b>4,365</b></p>	<p>Families living in CTI's family shelters found permanent housing</p> <p><b>313</b></p>
<p>Secure Jobs Program participants gaining employment</p> <p><b>51</b></p>	<p>Parenting youth received diapers, formula, and other baby products through Youth Services' "Baby Corner"</p> <p><b>82</b></p>	<p>Young adults experiencing homelessness were placed in permanent housing</p> <p><b>75</b></p>	<p>Individuals experiencing homelessness received emergency shelter through CTI's hotel partnership</p> <p><b>256</b></p>	<p>Parents in the School Age program were able to maintain their employment due to reliable childcare</p> <p><b>264</b></p>	<p>Households filed tax returns through the VITA program</p> <p><b>805</b></p>
<p>Parents participated in the Head Start Parent Policy Council, developing their leadership and advocacy skills</p> <p><b>21</b></p>	<p>Clients participating in Financial Literacy Academy (FLA)</p> <p><b>53</b></p>	<p>Individuals avoided a utility shut-off through services from the Fuel Assistance program</p> <p><b>6292</b></p>	<p>Individuals' energy service was restored after disconnection</p> <p><b>795</b></p>	<p>Households at risk of homelessness able to remain stably housed</p> <p><b>5773</b></p>	<p>Households' inoperable home energy equipment were repaired for replaced</p> <p><b>1033</b></p>
<p>WIC participants improved nutrition skills</p> <p><b>3,001</b></p>	<p>WIC participants received improved access to healthy, nutritious food each month</p> <p><b>9,273</b></p>	<p>Households received referrals to services from the Resource Center</p> <p><b>10,764</b></p>	<p>Households receiving services through partnerships with the Steward and Mass General Brigham ACO's</p> <p><b>523</b></p>	<p>Seniors volunteering within the community</p> <p><b>152</b></p>	<p>Number of Individuals starting new businesses with help from the Entrepreneurship Center</p> <p><b>15</b></p>

# Message from the Chief Executive Officer

October 2025



**Carl Howell**  
*Chief Executive Officer*

**Sheila Och**  
*President, Board  
of Directors*

Dear Friends, Partners, and Community Members,

It is my honor to share with you my first annual report as CEO of Community Teamwork. Stepping into this role, I carry with me deep respect for our history and bold optimism for where we are headed.

FY 2024 was a year of both challenge and clarity. Across the country, programs that form the backbone of stability for low-income families are under threat. Cuts to essential services like LIHEAP, Head Start, Housing Choice Vouchers, rental assistance and workforce programs faced uncertainty. These challenges were not abstract; they directly threaten the well-being of the people and communities we serve.

And yet, in the face of these headwinds, our mission has not wavered and our impact grows. Community Teamwork is more than a service provider. We are a catalyst for change, a trusted connector, a driver for opportunity, and a leader.

This year's theme, "Leading with Purpose," reflects our commitment to steer forward, anchored by our values, clear in our vision, and relentless in our action. Together we are:

- Defending the programs that keep families safe, housed, warm, and fed.
- Expanding partnerships that adapt to evolving community needs
- Advocating for opportunity with urgency and persistence.

I invite you to explore this report not just as a reflection of the past year, but as a blueprint for the future. It represents what we can accomplish when we lead with integrity, courage, and the unwavering belief that every person deserves an opportunity to not just survive, but thrive.

Thank you for your continued trust, partnership, and support as we move forward together.

With gratitude,



Carl Howell

## Our CEO's Vision for the Future of Community Teamwork



Above: Carl Howell announces “2025 Champions of Community Action,” the annual Spring Celebration.

Below: Carl Howell with Ed Augustus, Massachusetts Secretary of Housing and Livable Communities.



When Carl Howell stepped into the role of CEO at Community Teamwork, he brought with him more than just experience but also a vision rooted in stability, connection, and compassion.

From his first weeks, it was made clear that leading this agency means listening first. Staff voices, client needs, and community partnerships would not just be heard, they would shape the road ahead.

Through Gallup Survey feedback sessions, department conversations, and direct engagement across sites, the Leadership team began transforming ideas from the ground up into real, measurable strategies.

### Building on a Strong Foundation

The first priority was to stabilize the agency during a time of transition and uncertainty. This meant aligning budgets and resources not only to sustain programs, but also to strengthen the internal systems that keep those programs running effectively. It also meant reinforcing

our financial resilience so that, no matter the challenges ahead, Community Teamwork can remain a steadfast source of support for families in Greater Lowell and beyond.

### Strengthening Service Coordination

Carl believes that every family we serve should have a clear, simple path to the assistance they need. Under his leadership, the agency is breaking down silos between programs, improving internal communication, and creating new policies that make it easier for staff to connect clients to multiple services. This isn't just operational change, it's a cultural shift toward greater collaboration and trust.

### Investing in People

Carl has said from the start: “Our people are our greatest strength.” That’s why he has prioritized staff engagement, expanding flexible work options, recognizing employee contributions, and creating spaces where everyone feels seen, heard, and valued. From celebrating Pride Month and honoring long-standing community partners to welcoming new hires with robust orientation programs, Carl’s leadership emphasizes belonging and respect.





### Living Our Values

Under Carl’s guidance, our values of Integrity, Equity, and Compassion have moved from words on paper to lived experiences. Compassion shows up in budget decisions that consider staff well-being alongside service delivery. Equity is reflected in our robust language access program that ensures all members of our community have the resources they need to access services and programs. Integrity is demonstrated in departments like Leased Housing, where renewed commitment and attention to detail have rebuilt trust with landlords and clients alike.

Top: Carl Howell at the Lowell Farmer’s Market\*  
 Right: Assembling care bags at Lowell High School.



### Looking Ahead

Carl is positioning Community Teamwork not just to adapt to change, but to lead it. His vision is clear: an agency where stability fuels innovation, where collaboration drives impact, and where every person, staff, client, and partner, feels part of something bigger to truly be that Catalyst for Change.

“We’re not just here to respond to need,” Carl says. “We’re here to create the conditions for people not just to survive but to thrive. That means leading with purpose, even in uncertain times.”

With a steady hand, an open ear, and a deep belief in the power of community, Carl is guiding us into the next chapter—stronger, more connected, and more committed than ever to the mission we share.

*“We’re not just here to respond to need. We’re here to create the conditions for people not just to survive but to thrive.”*

— Carl Howell  
 CEO



Left: Groundbreaking Ceremony at the Dracut Senior Housing Development.

## Partners in Advocacy

- Abundant Housing
- Citizens Housing and Planning Association (CHAPA)
- Greater Lowell Health Alliance (GLHA)
- Lowell Alliance
- Massachusetts Association of Community Development Corporations (MACDC)
- Massachusetts Association of Early Education and Care (MADCA)
- Massachusetts Head Start Association (MHSA)
- Massachusetts Housing and Shelter Association (MHSA)
- MASSCAP
- National Community Action Foundation (NCAF)
- National Head Start Association (NHSA)
- Providers Council
- Regional Housing Network (RHN)
- RISE Coalition

Top: Governor Healey's Energy Savings announcement.

Below: Staff of Child and Family Services visit Representative Tara Hong at the Statehouse.



At Community Teamwork, our mission extends beyond providing essential services. We also advocate for the systemic changes needed to break down barriers and create lasting opportunity for the families and communities we serve. As a Community Action Agency, advocacy is not just part of our work; it is central to our purpose.

At this time, Community Action Agencies across the country are facing possible funding cuts for many of our programs and services. Because of this, Community Teamwork has strengthened its voice at the local, state, and national levels to ensure that programs like the Low-Income Home Energy Assistance Program (LIHEAP), as well as Weatherization, Head Start, and AmeriCorps programs for Seniors, all of which serve as a

foundation for assisting and uplifting millions of Americans each year, remain intact and issues impacting our community are seen, heard, and acted upon.

## Amplifying Community Voices

We have directly advocated across multiple platforms including written opinion pieces, social media, public forums, strategic planning initiatives, and our website, to raise awareness and push for action.

Key priorities included:

- Affordable Housing Development to address the growing crisis of access and affordability.
- Early Education and Child Care Provider Wage Increases to strengthen the workforce and improve access for families.
- Support for Vulnerable Populations, making sure the most at-risk members of our community are not left behind.



## Advocacy in Action

- State Lobby Days – Community Teamwork staff and leadership participated in lobby days for Head Start and other programs, ensuring legislators heard directly about the needs of our families.
- Washington Advocacy – Our team traveled to Washington, D.C., for the National Community Action Foundation Annual Conference, meeting with congressional and senate staffers to share local stories and push for federal resources and policy change.
- Local Leadership – We continued building strong partnerships with local legislators to ensure our region’s unique needs remain a priority at every level of government.

## Consistent Communication

To keep advocacy front and center, we expanded communication across all channels—social media, newsletters, the HUB, and our website—ensuring that staff, stakeholders, and the broader community remained informed and engaged.

## Leading With Purpose

Advocacy is not a separate activity; it is woven into everything we do. Whether helping a family find housing or speaking to policymakers in Washington, we are driven by the same vision: to empower communities and create systems that work for everyone.

By leading with purpose in our advocacy efforts, Community Teamwork ensures that the voices of our community are amplified, the needs of our families are championed, and the path toward equity and opportunity remains clear.



YouthBuild students visit with Representative Rodney Elliot at MA State House Lobby Day.

## Division of Child and Family Services (CFS)

- Early Learning Programs: Early Head Start and Head Start (Center Based and Home Based Programs)
- Family Child Care Programs
- School Age Programming
- Mill City Mentors
- Coordinated Family and Community Engagement (CFCE)
- Rita O'Brien Dee Center for Behavioral Health and Development

## Early Learning Program 2024/2025

- 693 Number of Children Served
- 605 Number of Families Served
- 97% Percentage of Eligible Children
- 84% Average Monthly Attendance

## Services Provided to Families

- Health Education
- Nutrition Education
- Emergency Referral
- Parent Education Partnerships
- Home School Connection

## Leading with Purpose in Family Child Care

### *The Vision and Leadership of Griselle Franco Dubey*

When Griselle Franco Dubey became Director of Family Child Care (FCC) in October 2022, Community Teamwork's Child Care Provider Network supported just 49 providers. With only six specialists and one Professional Development Manager covering Lowell and Wakefield, resources were stretched thin and staff often wore multiple hats to meet the demand.

In just three years, Griselle's steady leadership and vision have transformed this landscape. Today, Community Teamwork proudly supports more than 123 providers/educators, with a restructured and expanded team of seven specialists dedicated to Health & Safety, Enrollment, and Case Management. This exponential growth reflects not only a strategic approach but also a shared commitment to the children, families, and educators who depend on these services every day.



"I am deeply grateful for my team. Each specialist brought their expertise, passion, and heart to this work," said Griselle. "Without them, none of this would have been possible. This journey has been one of growth, reflection, and renewed purpose. Most importantly, it has reminded me that when we invest in people with trust, training, and support, we create lasting change not just for educators, but for the families and children who depend on them every day."

## Building Structure, Elevating Quality

With growth came the need for structure and sustainability. Under Griselle's guidance, the FCC team redesigned onboarding systems, introduced quality checks, and prioritized professional development for educators. These changes have strengthened Community Teamwork's reputation as a leading agency within the Massachusetts Department of Early Education and Care (EEC).

## Innovation Through Partnership

A defining milestone was the launch of a partnership with the CAYL Institute through the Good Jobs Challenge Grant. This initiative empowered aspiring providers, many of whom are English language learners, to become small business owners in child care.

- In its first year, 12 new providers joined, with 10 continuing their journey as part of the agency.
- In the second year, another 15 providers completed training, further expanding access to high-quality care.

In recognition of this innovative work, Griselle and her team were honored in August by both CAYL and EEC, with Griselle serving as a panelist to share her insights on building and sustaining provider networks.



*“I am deeply grateful for my team. Each specialist brought their expertise, passion, and heart to this work. Without them, none of this would have been possible.”*

— Griselle Franco Dubey  
Director of Family  
Child Care Services

### Lasting Community Impact

This work has never been just about numbers. It has been about building a sustainable system of support—one that empowers providers and ensures families have reliable, trusted child care options. By the close of FY 2025, the results spoke volumes:

- 500+ children enrolled, surpassing projections by 38% in Lowell and 27% in Wakefield.
- Newly trained providers created additional seats, directly addressing the urgent demand for child care across both communities.

### Leading With Purpose

Griselle's story is a clear reflection of Community Teamwork's theme for FY 2026; Leading With Purpose. Through vision, collaboration, and unwavering commitment, her leadership has expanded opportunity, strengthened families, and empowered educators.

*Pictured above, left to right:*  
Back row—Raphaella Venturini, Gloria Restrepo, Olga Dunn, Eugenia “Ana” Choukri, Michelle Luce, Laurie Greenleaf, Griselle Dubey. Front row—Diane Silva, Leanne Bradish.

*Right:* Griselle presenting at CAYL Institute.



## Division of Energy and Community Resources (E&CR)

### Resource Center

- Energy and Weatherization
- Entrepreneurship Center
- Financial Education Center
- Housing Consumer Education Center (HCEC) Volunteer Center
- Women, Infants and Children (WIC) (Including Breastfeeding Peer Counselors)



## Leading With Purpose in Housing Stabilization

### *The Leadership of Melissa Centeno at the ICC Shelter*

In 2024, Melissa Centeno was promoted to HCEC Program Manager and entrusted with a daunting task: build a brand-new housing search and stabilization program for families living at the Inn and Conference Center (ICC) shelter at 50 Warren Street in Lowell.

Melissa stepped into the role with determination and vision. From day one, she was responsible for designing the program's structure, processes, and staffing, ensuring that every family arriving at the ICC would receive timely, effective, and compassionate support.

### Building a Program from the Ground Up

Melissa's first priority was creating Standard Operating Procedures to provide clarity and consistency. With guidance from JoAnn Howell, Director of the Resource Center, Melissa drafted the program's guidebook. She then worked to assemble a dedicated team, hiring four Lead Case Managers and a Housing Search staff. The leads managed their own teams, ensured service coverage, and provided both accountability and support for frontline staff. In total, 12 CTI staff members were hired to deliver housing search and stabilization services for the families placed at the ICC.

*Left: The former UMass Lowell Inn & Conference Center was used as an emergency shelter for migrant families entering Massachusetts. It ceased operation as an EA shelter, June 30, 2025. Community Teamwork, worked under the provider, Community Care Alliance (CCA), to place families into permanent housing.*



### Program Structure: Two Teams, One Mission

To meet client needs more effectively, Melissa established two distinct service areas within the ICC:

- **Housing Search Team** – Focused on locating and securing housing options, partnering with landlords and community organizations to overcome barriers.
- **Stabilization Team** – Provided wraparound support to help families maintain housing stability, addressing financial, social, and logistical challenges that could jeopardize long-term success.

### Systems that Drive Impact

Under Melissa's leadership, the ICC team implemented new tools and tracking systems to improve efficiency, accountability, and outcomes:

- **HomeBASE Application Tracker** – Monitored family housing applications in real time.
- **SRI Fund Spreadsheet** – Managed and tracked funding requests.
- **Stabilization Spreadsheet** – Followed families' progress to ensure services were making a lasting difference. These systems not only streamlined workflows but also enhanced data accuracy and transparency for families, staff, and stakeholders alike.



*“This photo captures more than just a team, it reflects the compassion, dedication, and unity that brought hope and stability to 150 families in their time of greatest need. It took a village and this was ours. Every face in this photo represents a heart committed to helping others find their footing and their future.”*

— Melissa Centeno  
HCEC Program Manager

### **Outcomes and Impact**

The results of Melissa’s leadership and her team’s hard work were extraordinary:

- 154 families successfully housed during the ICC’s operation.
- 162 families supported with ongoing stabilization services ensuring not just housing placement, but housing retention.

On June 30, 2025, the ICC shelter officially closed, having fulfilled its mission of providing urgent, effective, and compassionate support to migrant families during a time of high need.

### **Leading With Purpose**

Melissa's ability to design a program from scratch, lead a newly built team, and deliver meaningful results reflects the essence of this year's theme: Leading With Purpose. Her work at the ICC created lasting stability for families in crisis and a blueprint for how Community Teamwork can rise to meet future challenges with vision and purpose.

*ICC Team: left to right:  
Junellie Santana, Noemie  
Mondesir, Thania Abreu,  
Rachel Narcisse, Christopher  
Del monte and Melissa  
Centeno.*

## Division of Housing and Homeless Services (HHS)

### Leased Housing (Formerly Rental Assistance)

- Tenant Voucher Program (MRVP)
- HUD-VASH
- Housing Choice Voucher Program (HCVP)
- Targeted/Referral based subsidy Programs
- Supporting Neighborhood Opportunity in MA (SNO Mass)

### Residential Programming

#### Individual

- Individual Shelter
- Coordinated Entry
- Diversion/Triage
- Permanent Supportive Housing (PSH)
- Summer House
- Campus Apartments

#### Family

- Family Emergency Shelter
- HomeBASE
- Supportive Housing Initiative (SHI)

## Common Ground Development Corporation (CGDC)

### Projects include:

- Tavernier Place, Acton, MA
- 346-348 Pawtucket Street and 9-11 Sagamore Street, Lowell, MA
- Stoney Brook Village, Westford, MA
- Residences at Towne School, Acton, MA
- 205 Worthen Street, Lowell, MA
- 420, 423. 430 Broadway Street, Lowell, MA
- Greenmont Senior Housing, Dracut, MA (2026)

## Leading with Purpose in Crisis

### *The Leadership of Kerri Brusseau and Joanna Litzenburg*

In October 2022, Massachusetts faced an unprecedented crisis when the Emergency Assistance (EA) shelter system became overwhelmed. With shelters at capacity, the Commonwealth made the urgent decision to place families in hotels. Community Teamwork was called upon to step in taking responsibility for two hotel shelters in Methuen and Tewksbury.

CTI's team was tasked with running every aspect of the shelter process in these sites, from intake and rehousing to supporting families navigating trauma. It was a massive responsibility, but one that CTI embraced with determination and compassion.

### Exiting Families, Closing Shelters

By early 2025, the state announced another major shift: families would need to exit the hotel shelters within a minimal timeframe, and the shelters themselves would close. This was a new challenge for CTI, one the agency had never navigated before.

It was during this moment of uncertainty that Kerri Brusseau and Joanna Litzenburg assumed leadership roles on site. They ensured every family had a safe and supported exit, while also coordinating the complex process of closing down two shelter operations. Their tireless dedication being on-call, available to staff, and ready to respond, was critical to meeting the state's

expectations and ensuring families transitioned with dignity.



### Case Management: Reducing Barriers, Restoring Stability

Every family at the hotel shelters was assigned two case managers: one focused on reducing barriers and connecting families to resources, and one dedicated to rehousing. Together, these teams helped families access essentials while planning for long-term stability.

#### *Barrier Reduction and Resource Access included:*

- School enrollment for all school-aged children, in partnership with McKinney-Vento contacts in local districts.
- Access to critical benefits such as MassHealth, TAFDC, SNAP, and WIC.
- Clothing resources for all family members.
- Early Head Start and Head Start enrollment for young children.
- Employment readiness assessments, referrals to Secure Jobs, and connections to immigration, behavioral health, and substance use services.





Joanna Litzenburg, Sean Wilson and Kerri Brusseau sorting through new winter jackets donated to the children in Emergency Shelter.



*“Kerri and Joanna (at left) and their team were the unsung heroes and the reason CTI was able to safely and quickly meet the states expectations to open and close these shelters.”*

— Sean Wilson  
Vice President,  
Homeless Services

### Rehousing: Moving Families Forward

At the same time, the rehousing team focused on securing stable homes for families. Their work included:

- Reviewing housing histories and strengthening rental references.
- Working to seal eviction records when possible.
- Completing CHAMP and other permanent housing applications.
- Partnering with housing providers to identify available units.
- Educating families and landlords on the HomeBASE program, which provides funds for moving costs and rental stipends.
- Collecting documents and processing HomeBASE payments to expedite transitions.

### Unsung Heroes of Community Teamwork

Thanks to the steadfast leadership of Kerri and Joanna, CTI not only met but exceeded expectations ensuring families left hotel shelters safely while navigating the complexities of closing two sites. Their work, supported by CTI’s dedicated case managers, demonstrates the very essence of this year’s theme: Leading With Purpose. What began as a temporary solution during a housing crisis became a powerful example of Community Teamwork’s adaptability, compassion, and unwavering commitment to families in need.

## Youth and Young Adult Services

### Youth Services Programming

- Intake and Assessment
- The Mill You
- Youth Housing Pathways
- Youth Family Foundations
- Youth Action Board (YAB)
- Youth Crisis Transitional

### YouthBuild Programming

#### Education

- GED Preparation, computer literacy, financial literacy, life-skills and post-secondary school transition program

#### Career Development

- Construction Program
- Culinary Arts Program
- Case Management and Counseling

#### Graduate Services

- Leadership Development (including YouthBuild Policy Committee)



## Leading With Purpose: Building Skills, Strengthening Community

### *Christina Shanahan leads youth build students to success*

Christina Shanahan, Head Construction Supervisor for the YouthBuild of Greater Lowell (YBL) Construction Team, is not one to shy away from a challenge. Over the years, she has seen both the need for young people to be more deeply engaged in their community and the need for revitalization in Lowell's public spaces. When one of Community Teamwork's strongest partners, the City of Lowell, approached with an opportunity to rehabilitate three deteriorating gazebos in South Lowell's community parks, Christina knew it was the perfect project to align purpose with action.

The parks—Muldoon, Sweeney, and Ducharme—are well-loved and heavily used, but their gathering spaces had fallen into disrepair. Christina immediately recognized the potential for YouthBuild students to give back to the city, while also developing valuable carpentry and construction skills. Inspired by past successes, including rebuilding softball dugouts in Centerville and creating wooden decorations for the City of Lights Parade, Christina rallied her team. But first, the students needed to complete their classroom and shop training.

By June, 21 students had successfully finished their course curriculum and were ready to bring their skills into the field. What followed was a summer of transformation, not only for the gazebos, but for the students themselves.

Under Christina's leadership, along with the help of YouthBuild Construction Trainer, Alex Perry, the YBL team restored the structures to their former strength and beauty. At Ducharme Park, students took on one



of their biggest challenges yet: lifting an entire gazebo off its foundation to replace the rotting floor beneath. With each nail hammered and each board replaced, the students gained confidence, pride, and a renewed sense of what they could accomplish.

The community took notice. Neighbors stopped by with words of encouragement. One bought lunch for the crew; another treated them to ice cream on a sweltering afternoon. For the students, these gestures reinforced the importance of their work, not just as a construction project, but as a gift to their city.

For Christina, it was a powerful example of leading with purpose. She brought vision, energy, and compassion to the project, ensuring that students not only learned technical skills but also experienced the joy of giving back and leaving a legacy.

Christina Shanahan truly embodies the spirit of YouthBuild: guiding young people toward success, resilience, and community connection. Community Teamwork is proud to highlight her leadership and the accomplishments of the YBL Construction Team. Together with the City of Lowell, we look forward to more projects that build skills, strengthen neighborhoods, and create spaces where the entire community can thrive.



**By the numbers:**

- 21 students trained and completed the project
- 3 community parks restored
- Countless lessons in teamwork, pride, and possibility

Left page: YouthBuild Culinary caters LYP Graduation.  
Above: YouthBuild Construction working to renovate Gazebo.

Christina Shanahan, front left, with members of her team.

*“The project was about more than carpentry. This was an opportunity for students to connect with their community, give back, and realize the value of their skills.”*

— Christina Shanahan  
YouthBuild Construction Supervisor

## HOUSING

### Goal 1: Increase affordable housing units for seniors, individuals, and families.

**Objective A:** Develop 100 additional units of affordable senior housing in our service area

■ Common Ground began construction in January 2025 on Greenmont Senior Housing in Dracut, with 56 units for persons aged 62+ and non-elderly disabled. Target completion: September 2026.

**Objective B:** Increase the number of efficiency and one-bedroom units for individuals

**Objective C:** Increase the number of multi-bedroom units for families.

■ Common Ground acquired property at 452 Broadway in February 2025 and is coordinating with the City of Lowell to acquire a portion of adjacent municipal land for a 37-unit supportive housing project for homeless individuals, targeted for completion in 2027 pending funding.

### Goal 2: Advocate for fair housing.

**Objective A:** Continue and expand the Fair Housing Initiative Program (FHP).

**Objective B:** Strengthen 40B by advocating with the state to enforce quotas.

**Objective C:** Increase public knowledge of fair housing practices.

**Objective D:** Advocate for municipalities to review zoning practices.

In its third year, FHP received a HUD Fair Housing Grant to expand outreach, added a Senior Housing Advocate through HRIA funding, and increased trainings for staff and tenants. The team continues to work with municipalities on zoning compliance with the MBTA Communities Act and Housing Bond Bill requirements.

## EMPLOYMENT

### Goal 3: Increase access to education and training opportunities for clients and staff.

**Objective A:** Expand ESOL, HiSET, post-secondary, apprenticeship, and occupational training opportunities.

**Objective B:** Increase access to work experience, volunteer, and internship opportunities within CTI.

■ 33 YouthBuild Students achieved HiSet.

■ Child & Family Services partnered with Greater Lowell Tech and Middlesex Community College to support aides transitioning to teaching roles.

■ Lahey Hospital provided \$500,000 for Secure Jobs services, helping 323 people, with 162 finding or retaining jobs.

■ YouthBuild (YB) was awarded \$1.5 million in federal funds from the Department of Labor's Office of Workforce Investment Division of Youth Services to support its pre-apprenticeship program.

■ YB students with HiSET can enroll in free MassHire Lowell Career Center Training programs in electrical, Plumbing, HVAC, CNC Machine Operator and behavioral health. Currently 36 are placed in employment and training.

■ There are 6 YB young people enrolled at Middlesex Community College through partnership with MassEducate and MassReconnect.

■ Lowell police gave YouthBuild a \$10,000 Shannon grant for internships. There were 11 young people who did internships with the grant. Of those 11 young people: 8 obtained jobs through their internships and 2 are currently attending college.

■ YouthBuild Lowell placed 51 youth into employment in 2024.

■ Four interns from the Schools of Social Work at Merrimack College, Regis College, and Boston University provided direct therapeutic services to children in our School Age and FCC Programs.

## INCOME, INFRASTRUCTURE, AND ASSET BUILDING

### Goal 4: Increase opportunities for new and existing small businesses local to CTI's service area to thrive by supporting stability and growth.

**Objective A:** Continue and expand programming to help businesses navigate the process to become certified Business Enterprises such as Massachusetts Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Veteran Business Enterprises (VBE), and Portuguese Business Enterprises (PBE), as well as other similar national certifications.

■ The E-Center hosted a training session by the Mass SBA office in March on Government contracting that included information on obtaining certification as Minority and Woman Owned business status. There were 15 individuals who participated and 4 of them were E-Center clients with established businesses.

**Objective B:** Encourage utilization of local small businesses when making discretionary purchases.

### Goal 5: Promote and support home ownership.

**Objective A:** Advocate for municipalities in Greater Lowell to support policies that encourage home ownership, particularly in low-income communities (eg: down payment assistance, interest forgiveness, matched savings, etc.).

**Objective B:** Support community members' ability to become homeowners and maintain home ownership by providing wraparound services that support economic stability.

■ Staff referred 41 families to Merrimack Valley Housing Partnership for First Time Homebuyer Education as part of our partnership.

### Goal 6: Increase access to supportive services needed to maintain employment and household stability.

**Objective A:** Maintain and enhance the ability of low-income community members to access resources electronically.

**Objective B:** Increase flexible funding supports to assist clients in emergencies.

■ Our Resource Center staff helped 5,283 household members by making 19,674 referrals to various services and programs. The top referrals made were to Emergency Family Housing Assistance, Childcare Services, and English as a Second Language (ESOL) Classes.

■ With assistance from CTI 5,773 households maintained existing rental housing and 2,211 households got permanent housing.

■ CTI housed 154 families and is stabilizing 155 families through the HomeBase program.

■ 73 of the families who found permanent housing were living in CTI's family shelters.

■ 75 individuals were young adults.

■ Community Teamwork was awarded \$250,000 through the Affordable Housing and Supportive Services Demonstration (AHSSD) program, administered by the Office of Community Services (OCS). With this funding, Community Teamwork will increase targeted services to residents at the Stony Brook Village site with a focus on aiding in financial support and health. The funds will also support new staff, a resident services coordinator.

■ 63 individuals participated in the Financial Literacy Academy /attended Financial Management Programs, including budget, credit management, and credit counseling and 73 individuals were enrolled in financial coaching services.

■ Technical Assistance through the Entrepreneurship Center resulted in 15 new business start-ups.

■ 761 tax returns were filed through the VITA program, with \$1,156,073 in federal refunds,

\$563,868 in state refunds and \$480,473 in Earned Income Tax Credits achieved.

- Housing, nutrition, and other health-related support was received by 523 households through our partnerships with the Steward and Mass General Brigham Accountable Care Organizations. (ended in 12/2024).

## EDUCATION AND COGNITIVE DEVELOPMENT

### Goal 7: Increase access to affordable childcare for families unable to access care within the current system(s).

**Objective A:** Maintain and expand enrollment in Family Childcare and School Age programming.

**Objective B:** Assess and modify funded enrollment numbers for the Early Learning program.

**Objective C:** Increase access to supervised, age-appropriate, activities for children aged 13-17, both internally and with community partners.

**Objective D:** Increase opportunities for access to Childcare, of any type, for Community Teamwork, Inc. staff.

- An education and awareness campaign was launched to increase staff awareness of subsidy eligibility and how to enroll their children. EEC Child Care Subsidies are being utilized by 15 staff.

- Increasing childcare access is dependent on recruiting and retaining teachers.

- Child and Family Services (CFS) has increased the available Family Child Care (FCC) program slots by increasing the number of providers from 95 to 125.

- FCC received two years of grant funding from the CAYL (Community Advocates for Young Learners) Institute, and 27 new providers were supported to obtain EEC Licensure.

- CTI has re-envisioned its Mill City Mentors program, relocating it to the Division of Child and Family Services and integrating it into the School Age Program. In June, we submitted

and were awarded a competitive grant application with a commitment to mentor 22 youth ages 10–13. The program will be guided by the Overcoming Obstacles life skills curriculum, with a strong emphasis on mental health and academic support. Additionally, participants will engage in local cultural and historical field trips throughout the year, enriching their learning and connection to the community.

## HEALTH AND SOCIAL/BEHAVIORAL DEVELOPMENT

### Goal 8: Increase the access, availability, and utilization of behavioral health and counseling services for our clients.

**Objective A:** Maintain the Behavioral Health and Counseling working group in Child and Family Services to bring together internal clinical community to meet regularly and address objectives B and C.

**Objective B:** Conduct analysis to determine current behavioral health capacity by Division and identify gaps in staffing.

**Objective C:** Increase access to behavioral health services through increased partnerships and staff training.

**Objective D:** Develop a center to offer enhanced programming to address behavioral health needs of children and families.

- In Fall of 2024, the Rita O'Brien Dee Center for Behavioral Health and Development opened.

- Two staff and three interns at the Center were trained in accessing community behavioral health services, and 118 children, parents or families were referred for mental health treatment or testing in the Greater Lowell area.

- Center Clinicians consulted approximately 121 times with clinical staff at 12 different community mental health services in the Greater Lowell area.

- Three staff accessed approximately 20 hours of consultation from the Center for Excellence

at Georgetown University on developing a Mental Health consultation program.

- BHC hired 2 mental health specialists (ELP and FCC) and started providing clinical services in the ELP and FCC system in FY 25.

- 5 staff at the Center were trained and certified in Critical Incident Group Debriefing in FY 25.

- BHC Clinicians made 191 referrals for CTI clients (children and families), to 19 different community mental health services in the Greater Lowell area.

- BHC clinicians provided consultation to CTI staff (either individually or in groups) regarding child and family concerns approximately 1194 different times during FY 25.

- BHC clinicians provided crisis intervention support 41 times in FY 25.

- CTI developed an intern program for 4 UMASS medical student interns, in partnership with Lahey health care clinicians earned certificates in Mental Health Consultation.

## AGENCY CAPACITY BUILDING AND ADVOCACY

### Goal 9: Strengthen organizational leadership and governance through leadership development activities and succession planning with a focus on members of our staff and community.

**Objective A:** Develop career pathways and ladders to prepare internal staff to grow and advance at Community Teamwork.

**Objective B:** Maintain and increase community representation of Community Teamwork's Board of Directors.

**Objective C:** Encourage participation in learning opportunities and leadership trainings.

- In the calendar year of 2024, staff utilized \$114,507 in tuition reimbursement benefits.

- Staff completed 1468 optional courses on Learn Upon, our virtual training platform.

- 416 certifications or licenses were earned or maintained related to job function.

- Early Learning is partnering with MCC and Greater Lowell Tech to build a pipeline of future educators, with five recently graduated tech students are currently enrolled in degree programs and working part-time in a classroom, while one recently graduated Voke student has begun the CDA process alongside part-time work in a classroom.

- One staff member earned her professional certifications through the National Child & Adult Care Food Program, achieving both CACFP Child Nutrition Professional and CACFP Management Professional designations.

### Goal 10: Increase awareness and provide education regarding the lived experiences and challenges of members of the community with low-incomes.

- Hosted press conference on impact of fuel costs and new credit.

- Shared Stories of Impact with legislators and community.

### Goal 11: Ensure advocacy efforts are focused on areas aligned with agency Mission and Strategic Plan and appropriately implemented across the agency, focusing both on agency services as well as on opportunity for all members of our community.

- Creation of FY'25 Budget Advocacy Document; created an advocacy campaign to support and align the State Budget with Goals and Objectives within our Strategic Plan.

- Directly Advocated at all levels, through written opinion pieces, social media, public forums, our strategic planning goals, including but not limited to, Affordable Housing Development, Housing and Equity, Early Education, and increased support for vulnerable populations.

## Head Start Policy Council

### Officers:

Sandra Hernandez, *Chairperson*  
 Xiomara Tiburcio, *Vice Chair and Board Rep.*  
 Carmelle Mozard, *Secretary*  
 Treasurer, vacant

Jessica Thompson	Cindy Hayes ( <i>Thom Ann Sullivan Center</i> )
Jose Moniz	Legna Gonzalez ( <i>DCF</i> )
Gabriel Taylor	Caroline Hanson Rowe ( <i>International Institute</i> )
Juliana Paniagua	
Clara Rodriguez	
Jennifer Herrera-Baltan	



Head Start Policy Council Board Representative, Xiomara Tiburcio, Vice Chair, and Carl Howell, Community Teamwork CEO.

## CTI Board of Directors

(Serving between July 1, 2024 and June 30, 2025)

### Officers

Sheila Och, *President*  
 Aleksandra Tugbiyele, *Vice President*  
 Bernadette Wheeler, *Treasurer*  
 Glenn Goldman, *Vice Treasurer*  
 Dennis Piendak, *Clerk*

### Low-Income Sector Representatives

Marty Hogan, *Centralville Neighborhood Action Group*  
 Sheila Och, *Lowell Community Health Center*  
 Sothea Chiemruom, *Cambodian Mutual Assistance Association*  
 Hayley Barrett, *Coalition for a Better Acre*  
 Mickey Cockrell, *Catie's Closet*  
 Rita O'Brien-Dee, *Tewksbury Council on Aging*  
 Lynn Roderick, *Westford Council on Aging*  
 Xiomara Tiburcio, *Head Start Policy Council*  
 Bernadette Wheeler, *Treasurer, Women's Money Matters*

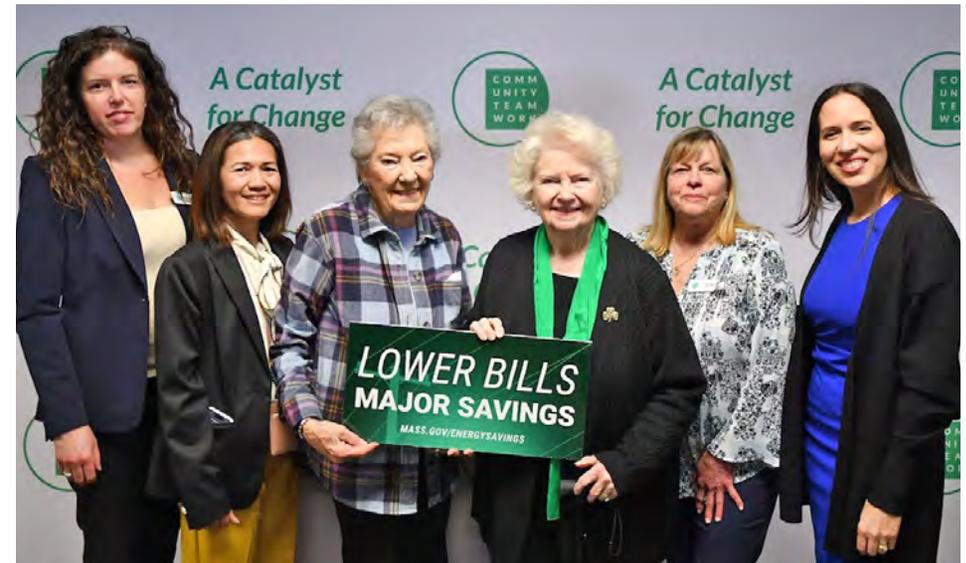
### Public Sector Representatives

*City of Lowell*  
 Aleksandra Tugbiyele (*apptd. by Councilor Wayne Jenness*)  
 Bopha Boutselis (*apptd. By State Rep. Vanna Howard*)  
 Safeena Niazi (*apptd. by Councilor Vesna Nuon*)  
  
*Towns*  
 Bob Correnti, *Billerica (apptd. by BHA Commissioner J. O'Donnell)*  
 Kate Cohen, *Chelmsford-Westford (apptd. by State Rep. Jim Arciero)*  
 Dennis E. Piendak, *Clerk, Dracut (apptd. by Selectman Tony Archinski)*  
 Marie P. Sweeney, *Tewksbury (apptd. by Select Board Member James Mackey)*

### Private Sector Representatives

*Community Representatives*  
 Dr. Sue Kim, *University of Massachusetts, Lowell*  
 Marty Conway, *Greater Lowell Central Labor Council*  
 Glenn Goldman, *Lowell Five Cent Savings Bank*  
 James Hogan, *Washington Savings Bank Director Emeritus – Carleen Gavin*  
 Catherine Karuga-Ndivo, *Northeast Legal Aid*  
 Germaine Vigeant-Trudel, *Lowell Development Financial Corporation*  
 Carleen Gavin – *Director Emeritus*

CTI Board members left to right, Bernadette Wheeler, Bopha Boutselis, Rita O'Brien-Dee, Marie Sweeney, Lynn Roderick, and Sheila Och, Board President.





## Senior Leadership Team

Carl Howell  
*Chief Executive Officer*

Sonia Ruas  
*Chief Executive Assistant*

Nancy Van Alst  
*Chief Financial Officer*

Kayombo Kamawu  
*Chief Program Officer*

Lisa Wholey  
*Chief Human Resource Officer*

Ann Sirois  
*Chief Administrative Officer*

Meghan Siembor  
*Senior Vice President, Child & Family Services*

Connie Martin  
*Senior Vice President, Energy & Community Resources*

Daniel Dessin  
*Senior Vice President, Housing and Homeless Services*

Melissa Joyce  
*Vice President, Facilities and Property*

Bob Seymour  
*Vice President, Information Technology*

Kathleen Plath  
*Vice President, Communications and External Affairs*

## Employee Recognition 2025

### Five Year Honorees

Claudia Aguirre, Chaceliz Melendez-Baez, Fanny Bartoli, Shaniece Custis, Nathan Derov, Christopher Espinola, Huda Ghally, Debra Hill, Shawn Jalbert, Veasna Kang, Daniel Kilham, Nina Levy, Joanna Litzenburg, Jonathan Lunde, Joshua McAnistan, Vanessa Muriel, Megan Riley, Suhail Rivera, Lynn Scanlon, Maria Veiga, Kasie Ward, Marcus Whitlow, Danielle Williams

### Ten Year Honorees

Christopher Cole, Paul Coolong, Sergio Espinosa, Karla Gibbons, Kristen Hovey-Ramey, Bethzaica Rivera, Diane Silva, Kelley Soucy, Lornablair Syesta, Lisa Wholey

### Fifteen Year Honorees

Leslie Boutin, Jose Dejesus, Carl Howell, Gail M. Jean, Patricia Landry, Amanda Medeiros,

Angel Roman, Meghan Siembor, Barbara Warren

### Twenty Year Honorees

Cecile Browsers, Joel Burd, Debra Enman, Marilyn Graham, Maureen Larmand, William Ma, Constance Martin, Makayla Phat, Brenda Torres

### Twenty Five Year Honorees

Brenda Cantres, Cheryl Santos, Kathleen Dearborn, Kristen Tremblay, Natalie Nunez, Pamela Lowe

### Thirty Year Honoree

Gladys Cruz

### Thirty Five Year Honorees

Debra Barbosa, Margaret Perez

### Forty Year Honorees

Mary Harmon, Rosemary McMullin

## Retirees 2024-2025

**Cecile Browsers**  
*Transportation Safety Manager*  
19 years



**Denise Fama**  
*Lead Data Application Specialist*  
36 years



**Meghan Gaffney**  
*Client Service Coordinator*  
36 years



**Mary McKenney**  
*Director of Fuel Assistance*  
20 years

# Funding Sources

## Federal Funding

American Rescue Plan Act  
 AmeriCorps  
 Department of Agriculture (USDA)  
 Department of Education (ED)  
 Department of Energy (DOE)  
 Department of Health and Human Services (HHS)  
 Department of Housing and Urban Development (HUD)  
 Department of Labor (DOL)  
 Department of the Interior (DOI)  
 Department of the Treasury  
 Federal Emergency Management Agency (FEMA)  
 Office of Juvenile Justice and Delinquency Prevention (OJJDP)  
 Small Business Administration (SBA)

## Commonwealth of Massachusetts

Department of Children and Families (DCF)  
 Department of Early Education and Care (EEC)  
 Department of Elementary and Secondary Education (DESE)  
 Department of Public Health (DPH)  
 Department of Transitional Assistance (DTA)  
 Executive Office of Economic Development (EOED)  
 Executive Office of Health and Human Services (EOHHS)  
 Executive Office of Housing and Livable Communities (EOHLC)  
 Massachusetts Department of Agricultural Resources (MDAR)  
 MassDevelopment

## Local Funding

Bedford Housing Authority  
 Chelmsford Public Schools  
 City of Lowell  
 Dracut Public Schools  
 Lowell Housing Authority  
 Lowell Public Schools  
 MassHire Lowell Career Center  
 Tewksbury Public Schools

## Priate/Other Funding

Action for Boston Community Development, Inc.  
 Atrius Foundation  
 Beth Israel Lahey Health  
 Cambodian Mutual Assistance Association  
 Cambridge Savings Bank  
 Child Care Circuit  
 Circle Health  
 Commonwealth Care Alliance  
 Community Economic Development Assistance Corporation (CEDAC)  
 Digital Credit Union  
 Eastern Bank Charitable Foundation  
 Enterprise Bank  
 Farm Credit East  
 Girls Inc.  
 Greater Lowell Community Foundation (GLCF)  
 Hannaford Charitable Foundation  
 Harbor Properties, Inc.  
 Health Resources in Action, MA  
 Idemia America  
 Justice Resource Institute  
 Lowell House  
 Mass General Brigham, Inc.  
 Mass Growth Capital Corp (MGCC)  
 Massachusetts Association of Community Action, Inc. (MASSCAP)  
 Massachusetts Housing and Shelter Alliance, Inc.  
 Massachusetts Housing Finance Agency  
 Massachusetts Mentoring Partnership  
 Middlesex Community College  
 Municipality of Toa Alta Puerto Rico  
 National Grid  
 New Hampshire Housing Finance Authority  
 Partners HealthCare System, Inc.  
 Peabody Properties Inc.  
 Philadelphia Indemnity Insurance Company  
 Safelite Foundation  
 Santander Bank  
 Shutterfly, LLC  
 Stevens Foundation  
 Steward Medicaid Care Network  
 The CAYL Institute  
 The Savings Bank Charitable Foundation Inc.  
 Thom Child & Family Services  
 UKG (Kronos)  
 United Way  
 University of Massachusetts  
 Vinfen  
 We Share a Common Thread Foundation



The Savings Bank Charitable Foundation Awards Community teamwork \$1500 grant for new Women's Shelter. Raichelle L. Kallery (pictured far left), President and CEO and Craig MacKenzie (pictured far right), Executive Vice president and COO presenting Heather Ciccarelli, Director of Planning and Quality Improvement, and Margot Regan, Director of Development.

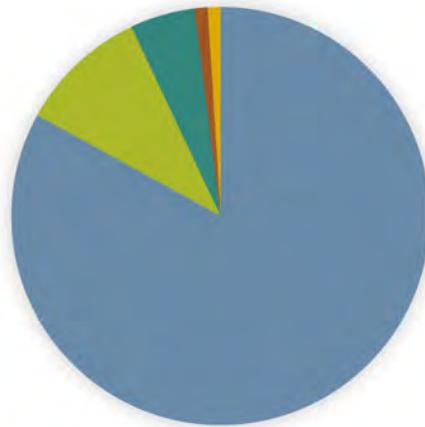


UKG donated 92 books and 76 hand decorated bookmarks to the Resource Center and the Foster Grandparent Program. Tara Media, Lead Case Manager, was on hand to accept the books from Zach Grant, Workplace Services Team, UKG.

## Community Teamwork, Inc. FY25

### Pass Thru Expense by Category

\$212,701,607

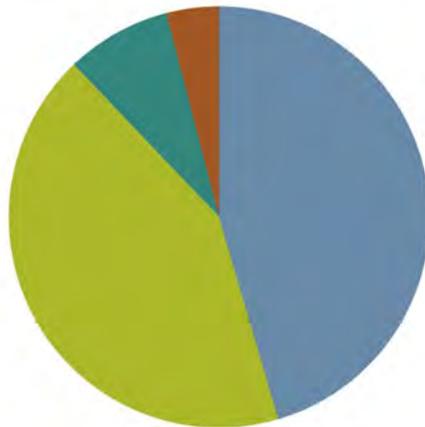


### Pass Thru Expense by Category

Housing Assistance	\$114,451,027
Energy Assistance	\$ 13,538,893
Child Care Provider and Training	\$ 7,183,846
Depreciation	\$ 1,476,096
Subcontracts	\$ 770,133
Stipends and Gratuity	\$ 435,220
Other	\$ 234,527
Direct Expenses	\$ 74,611,863
<b>Total</b>	<b>\$ 212,701,607</b>

### Funding for Programs and Services

\$220,968,815



### Revenue by Funding Source

Federal / State	\$ 100,581,301
State	\$ 93,704,317
Federal	\$ 17,456,973
Private	\$ 7,856,080
Federal / City	\$ 600,032
Municipalities	\$ 539,034
Other	\$ 231,070
<b>Grand Total</b>	<b>\$ 220,968,815</b>

These are unaudited financial results. You may request a copy of CTI's audited financial statements and IRS Form 990 by contacting Chief Financial Officer, Nancy Van Alst at 978-459-0551 or [nvanalst@commteam.org](mailto:nvanalst@commteam.org)

## Organizational Donors 2025

1301 LLC  
3M  
A Brush With History  
Abbott Fund Match  
Allegrone Construction Co., Inc.  
Angkor Dance Troupe  
Aspen Air Duct Cleaning, LLC  
Assured Partners/Fred C. Church Insurance  
Bags 4 My Cause Program/Community Bag Program  
The Battles Foundation Inc.  
Bay Colony Development Corp.  
Bell Tower Commercial Real Estate Group LLC  
Birthday Wishes  
Bob's Discount Furniture Charitable Foundation, Inc.  
Bombas  
Boys & Girls Club of Greater Lowell  
BPB Realty  
Brew'd Awakening  
BTT Enterprise  
Cambodian Mutual Assistance Association of Greater Lowell, Inc.  
Central Congregational Church, UCC  
Charters Brothers Construction, LLC  
Coalition for a Better Acre  
Connor's Kindness Project  
Cool Tropics  
Davis Square Architects  
Dedham Savings Community Foundation  
Deer Brook Consulting, Inc.  
Digital Federal Credit Union  
Dwelling House of Hope  
Eastern Bank  
Eastern Bank Charitable Foundation  
Eno Martin Donohue & Roth Law PLLC  
Enterprise Bank  
Facing East Photography  
Farm Credit East  
Farmer & Dee Funeral Home  
Fidelity Charitable Fund  
Gallagher & Cavanaugh, LLP  
Google Matching Funds Account  
Grassi  
Greater Lowell Community Foundation  
Hannaford-Chelmsford  
Ideal Residences of New England LLC  
Jeanne D'Arc Credit Union  
Joncas Associates  
Kirtley/Mitchell Giving Fund  
LaLa Books  
Lenzi's Catering Co., Inc.  
Lowell Community Health Center

Lowell Five Bank  
Lowell Lions Club  
Lowell Parks & Conservation Trust  
Lowell Youth Leadership Program  
MADCA  
Market Basket-Tewksbury  
The Megan House Foundation, Inc.  
Merrimack Valley Housing Partnership  
Merrimack Valley YMCA  
Microsoft Matching Funds Account  
Middlesex Community College  
MLS Property Information Network, Inc.  
The Morrison & Foerster Foundation  
Nashoba Valley Technical High School  
OneDigital Health and Benefits, Inc.  
Parlee Farms LLC  
PayPal Charitable Giving Fund  
Peabody Properties, Inc.  
Philadelphia Insurance  
PrideStar EMS  
Project Learn  
Riverbend  
Sandi A. Wilson Youth Homelessness Endowment Fund  
Santander Bank  
ServPro of Lowell  
South Row Elementary School  
St. Joseph The Worker Shrine  
Taj Engineering  
Talty Floors, Inc.  
Team Correia Real Estate Professionals  
Theodore Edson Parker Foundation  
TrueScripts Management Services, LLC  
UKG  
UMass Lowell  
United Way of Massachusetts Bay  
Washington Savings Bank  
We Share A Common Thread Foundation  
Workers Credit Union

## Individual Donors 2025

Chanel Adams  
Saadia Ahmad  
Elvin Alarcon  
Sarah Alexander  
Howard Amidon  
Laura Lamarre Anderson  
Ellen Andre  
Sue Andrews  
Anonymous  
Gretchen Armtz and Michael Ross  
Matthew Aronson  
Jesus Arredondo

Leeann Atkinson and Timothy Durkee  
Peter and Rosemary Aucella  
Erlin Bah  
Hayley Barrett  
Eddie Martinez  
Betty Bayard  
Susanne Beaton  
Isabella Beaulieu  
Anthony and Jaimee Bellissimo  
Janet Bersani and Richard Hansen  
Trevor Bloom  
Jennifer Boisvert  
Debbie Bolza  
Bopha and John Boutselis  
Timothy Bragan  
Michael Breda  
Patricia Briggs  
Jonathan Brown  
Karonika Brown  
Kerri Brusseau  
Jomarie Buckley  
John Bukala  
Michael and Gail Burati  
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Emily Byrne  
Debbie Callery  
Brenda Cantres  
Carol A. Carbonell  
Carrie Carolan  
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Michael Collins and Beverly Freeman  
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Maria D. Cunha  
Arlene Curtis  
Luz De La Cruz  
Ann Dean  
Christopher Del Monte  
Maryann Frost Delaney  
Kerrie D'Entremont  
Raymond DeRosa  
Adam Derosiers  
Daniel Dessin  
Sally Devers  
Yolanda Dominguez

Silvia Dominguez-Bodie  
Nancy Donahue  
Jim and Effie Dragon  
Lynn Dresel  
George L. Duncan  
Ada Baslock  
Cathy M. Dwyer  
Zoe Dzineku  
Jessie and Latoyia Edwards  
James Eichhorst  
Debbie Enman  
Fernanda Faria  
Donna Fortin  
Karen Frederick  
Judith Friedmann  
Meg Gaffney  
Bonnie Gage-Anderson  
Susanne Gallagher  
Felix Garcia  
Carleen Gavin  
Marc Gendreau  
William J. Gilet  
Avi Glaser  
Glenn and Tracey Goldman  
Pauline Golec  
Carol Grueneich  
Donna Hansen  
Marilyn Harris  
Chayanis Hauswirth  
Cecelio Hernandez  
Kristen Heyl  
James and Pam Houlares  
Courtney Houston  
Vanna Howard  
Richard and Roxanne Howe  
Nancy Weems Humphrey  
Joe and Bonnie Hungler  
Victor and Paige Impink  
Charlene Jancy  
Bruce Jerferson  
Bernard and Nancy Judge  
Belinda Juran and Evan Schapiro  
Kayombo Kamawu  
Catherine Karuga-Ndivo  
Edward and Susan Kennedy  
Robert Kent  
William and Audrey Kilbride  
Hana Kim  
Sue Kim  
William Kirtley  
Prudi Louise Kleinrock  
David Kobey  
Amy Kulberg  
Deborah E. Lafond  
Jeanne Lamy  
Richard Lefferts  
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Robert Leonart  
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James Lyons  
Zelma Lyons-Khadar  
Brenda Maille  
Bill Manning  
Connie Martin  
Eddie Martinez  
Gary Mauser  
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Rita M. Mercier  
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Darmery and Elkin Montoya  
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Jack Moynihan  
Linda E. Neary  
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Mary-Ann O'Brien Nichols  
Jennifer Norton  
Elizabeth Nunn  
Rita C. O'Brien-Dee  
Sheila Och  
Luann O'Keefe  
Elaine O'Reilly  
Helen Otterson  
Ana Palacio  
Steven Panagiotakos  
Alexandros Papadopoulos  
and Styliani Gogou  
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Dennis and Sharon Piendak  
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Margot Regan  
Paulette Renault-Caragianes  
Kendra Reynolds  
Nancy Richards  
Megan Riley  
Juan Carlos Rivera  
Carlos Rivera  
Lynn Roderick  
Margaret Roeck  
Diane Ross  
Kevin and Lorene Rowe  
Wendy Rubio  
Jessica Sutherland Ryan  
Susan Ryan  
Kirirath Saing  
Christina A. Santos-Gordon  
Patricia Sawyer

Richard Scanlon Jr.  
John Schwab  
Stanley Schwartz  
Robert Seymour  
Audra Sherman  
Julie Simon  
Ann Sirois  
Liam Skinner  
Brent Smith  
Rachael Faye Smith  
Robert and Lura Smith  
Sayon Soeun  
Charles Stefanini  
Bill and Marie Sweeney  
Lianne Tea-Linlavong  
Alexander Tep  
Vannak Theng  
Pamela Theodoros  
Elliot Thomas  
Mary Shannon Thomas  
Larissa Thurston  
Robin Toof  
Nicola Tsongas  
Aleksandra and Bobby Tugbiyele  
Jessica Ullrich  
Charlene Urbanek  
Nancy Van Alst  
Lee Varban  
Germaine Vigeant-Trudel  
Pamela Waggoner and David Nastasia  
Carolyn Walsh  
Taylor Walsh  
Barbara and Ray Warren  
Jordan Waterworth  
Amy Weatherbee  
Karen Weiner  
Bernadette and Robert Wheeler  
Mr. and Mrs. Peter White  
Lisa Wholey  
Douglas and Cynthia Wilkening  
Trinity Williams  
Piera Wilson  
Joda Wormhoudt and Michal Truelsen

*We have made every effort to include and recognize all of our donors and apologize for any unforeseen omissions.*

# Spring Celebration

Congratulations to our 2025 Champions of Community Action, Lenis Perez, Merrimack Valley YWCA, Sophy Theam, Enterprise Bank, and Joe Hungler, Boys and Girls Club of Greater Lowell, who were honored and granted Citations from State Representative Vanna Howard and Carl Howell, CEO.



## ← Join Donors who took advantage of this year's Community Investment Tax Credit (CITC) Program.

The CITC program is a unique Massachusetts state program designed to inspire giving to non-profit community development corporations like Community Teamwork.

It's more than a donation – it's good for you and great for our community!

### How it Works

Let's say you, or your business, contribute \$1000 to Community Teamwork. We receive the full amount of your gift, yet the cost to you is just \$500. That's because you will get a \$500 reduction in your state tax bill. Foundations and Donor Advised funds can also take advantage of the program and receive a refundable credit in the form of a check.

### Donor Benefit Highlights

- 50% Tax Credit on donations of \$1000 or more
- Excess state tax credit is refundable
- Your gift is leveraged to produce more impact in our local community

Since 2014, Community Teamwork has leveraged more than \$1,000,000 in donations through the CITC program, enabling Community Teamwork to initiate new programs and fill funding gaps.

For more information, visit: [www.macdc.org/citc-organizations](http://www.macdc.org/citc-organizations) or contact [maregan@commteam.org](mailto:maregan@commteam.org)



### **OUR VISION**

Our vision is a community whose institutions, systems, and people support everyone's opportunity to thrive.

### **OUR MISSION**

Community Teamwork is a catalyst for social change. We leverage our programs, our partnerships, and our collective voice to foster equity, compassion, and community engagement by creating housing, education, and economic opportunities.

### **OUR VALUES**

#### **Integrity**

Integrity is the foundation of our organization. We are committed to honesty, transparency, and accountability in all our actions. We strive to uphold the highest ethical standards, ensuring that we consistently deliver on our promises and maintain the trust of our employees, partners and community. We believe in leading by example, and we hold ourselves accountable for our decisions and their impact.

#### **Equity**

We recognize and celebrate the diversity of our employees, partners and community, actively working to eliminate barriers and biases that hinder equal participation. Our commitment to equity ensures that we respect and value the unique perspectives and contributions of every individual, fostering a culture of mutual respect, understanding and belonging.

#### **Compassion**

Compassion is at the heart of everything we do. We approach our work with empathy, understanding, and kindness, striving to support and uplift those we serve. Our compassionate approach drives us to listen actively, respond thoughtfully, and act with a genuine desire to make a positive difference in the lives of others. We believe in fostering a caring and supportive environment for our employees, partners and communities we serve.



For more information please visit [www.commteam.org](http://www.commteam.org)  
Community Teamwork, Inc.  
155 Merrimack Street, Lowell, MA 01852  
978.459.0551

